MIAMI·DADE

Departmental Quarterly Performance Report

Department Name: Employee Relations

Reporting Period:
FY 2002-2003
Fourth Quarter

MAJOR PERFORMANCE INITIATIVES

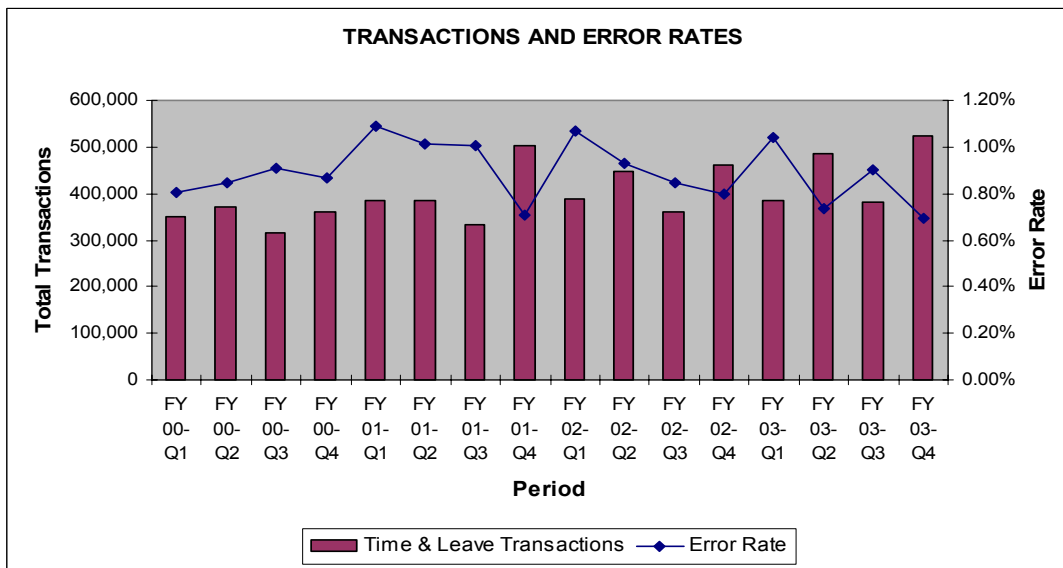| *Describe Key Initiatives and Status* | *Check all that apply* |

County Mgr. Priority (Circle One):   *People*   **Service**   *Technology*   *Fiscal Responsibility*

Streamline payroll and related processes to enhance efficiency of systems & improve accuracy & timeliness of transactions.
- Streamline Time and Leave payroll system
- Enhance/ Replace BOS and WASD payroll systems
- Significant phase of the re-write of the employee master file portion of payroll system was implemented August 2003. Emergency payroll and voucher system remains. (ECC 812)
- Electronic Data Management System (on-line forms, documents, backfile)
- Time collection system has been put on hold (ECC-882)

_x_ Strategic Plan
_x_ Business Plan
_x_ Budgeted Priorities
_x_ Customer Service
_x_ ECC Project
__ Workforce Dev.
_x_ Audit Response

__
Other_____
(Describe)

TRANSACTIONS AND ERROR RATES

Chart: Total Transactions (left axis, 0 to 600,000) and Error Rate (right axis, 0.00% to 1.20%) by Period from FY 00-Q1 through FY 03-Q4.

Legend: ■ Time & Leave Transactions   ◆ Error Rate

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*
Provide an equitable & qualitative system for the recruitment, testing, and compensation to all depts., employees, bargaining units, and public. Fill vacancies expeditiously; provide expertise in departmental recruitment plans.

	__ *Strategic Plan*
	_x_ *Business Plan*
	__ *Budgeted Priorities*
	__ *Customer Service*
	__ *ECC Project*
	__ *Workforce Dev.*
	__ *Audit Response*
	___ *Other_____*
	(Describe)

No. of RCA's Processed

Legend:
- RCA's Received per prof. staff
- RCA's Completed per prof. Staff within 30 days
- Standard per prof. Staff

No. of Resumes Processed

Legend:
- Resumes received per staff member
- Resumes processed within 5 days per staff member
- Standard per prof. Staff

Staff Count: Compensation Section

	1 Qtr	2 Qtr	3 Qtr	4 Qtr
FY 01-02	12	12	12	12
FY 02-03	9	9	9	9

Staff Count: Recruitment Section

	1 Qtr	2 Qtr	3 Qtr	4 Qtr
FY 01-02	22	21	19	19
FY 02-03	19	19	22	21

County Mgr. Priority (Circle One): **People** *Service* *Technology* *Fiscal Responsibility*
Provide countywide training and employee development opportunities to all employees through MDCU. Centralize training programs and provide training solutions to facilitate long range objectives.

	__ *Strategic Plan*
	_x_ *Business Plan*
	__ *Budgeted Priorities*
	__ *Customer Service*
	__ *ECC Project*
	__ *Workforce Dev.*
	__ *Audit Response*
	___ *Other_____*
	(Describe)

Supervisor Certification Program

Legend:
- No. of Participants FY 01-02
- No. of Participants FY 02-03

Staff Count: Training Unit

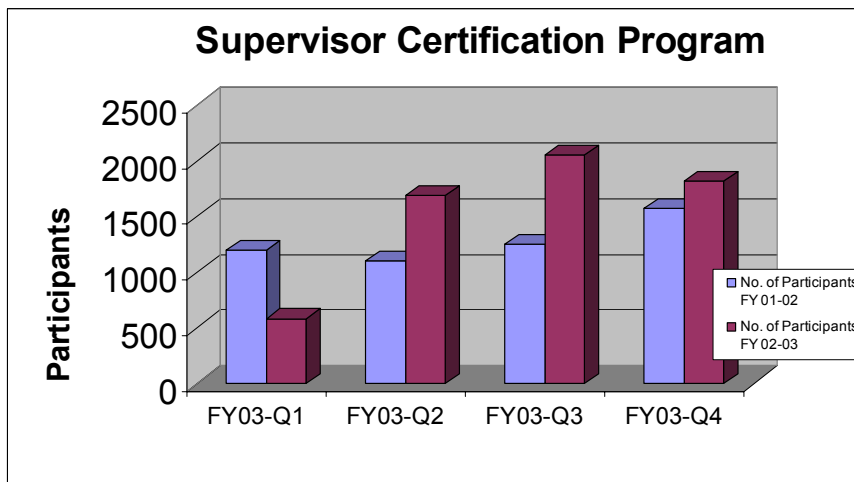|	1 Qtr	2 Qtr	3 Qtr	4 Qtr
FY 01-02	6	6	10	13
FY 02-03	13	12	12	12

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|	
County Mgr. Priority (Circle One): *People* **_Service_** *Technology* *Fiscal Responsibility* ECC – 882 Time Collection system- Automate entry of payroll information to increase efficiencies - Plans for "home-grown on-line PAR application" which was scheduled to be implemented at the end of current fiscal year has been cancelled - Studying the possibility of acquiring on-line payroll application through a third party vendor, which may be part of an HRIS System. This is the long-range, more cost-effective and desirable solution	*_x_Strategic Plan* *_x_ Business Plan* *_x Budgeted Priorities* *_x_ Customer Service* *_x_ ECC Project* *___Workforce Dev.* *_x_ Audit Response* *__ Other_____* *(Describe)*

County Mgr. Priority (Circle One): ***People*** *Service* *Technology* *Fiscal Responsibility* Maintain a harmonious working relationship between Miami-Dade County and the certified collective bargaining units; greater efficiencies achieved by more balanced collective bargaining with goals of enhanced efficiency. Process a variety of employee appeals. 	*__ Strategic Plan* *_x_ Business Plan* *___Budgeted Priorities* *___ Customer Service* *___ECC Project* *___ Workforce Dev.* *___ Audit Response* *__ Other_____* *(Describe)*
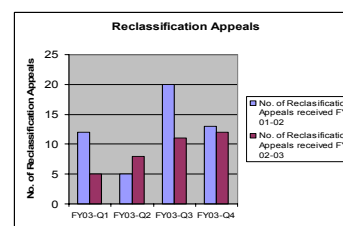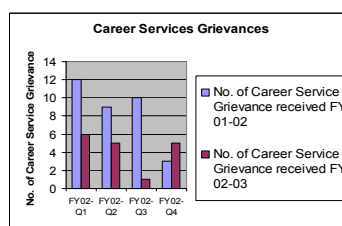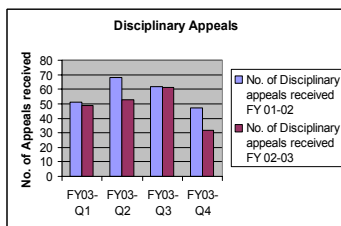
Staff Count: Employee Appeals Unit

	1 Qtr	2 Qtr	3 Qtr	4 Qtr
FY 01-02	3	3	3	3
FY 02-03	3	0	0	0

County Mgr. Priority (Circle One): *People* *Service* **_Technology_** *Fiscal Responsibility* ECC 812 Payroll re write – rewrite the employee master file portion of the payroll system facilitating future development of an enterprise HR system - Major phase of the Payroll Re-write was implemented in August 2003 - Provides easier maintenance (table-driven rather than hard-coded) and greater system stability Two areas remaining are the emergency payroll and voucher system.	*__ Strategic Plan* *___Business Plan* *___Budgeted Priorities* *___ Customer Service* *___ Workforce Dev.* *_x_ ECC Project* *___ Audit Response*

	Other_____
	(Describe)

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility* ECC-788 Implement an Interactive Voice Response System (IVR). Pre-implementation testing identified a technical problem in enabling job applicants to self nominate for available job opportunities. This must be resolved prior to making the IVR publicly available. Expected implementation date: First quarter 03-04.	__ *Strategic Plan* __ *Business Plan* __ *Budgeted Priorities* __ *Customer Service* __ *Workforce Dev.* _x_ *ECC Project* __ *Audit Response* __ *Other_____*
County Mgr. Priority (Circle One): **People** *Service* *Technology* *Fiscal Responsibility* Implement an Employee Feedback Survey component to the Management Performance Appraisal Pilot Project. Vendor was selected and Phase 1 of Employee Feedback Survey project was initiated May 2002-2003 however, due to funding limitations, project development was postponed per instructions from OMB. The vendor was formally notified.	__ *Strategic Plan* __ *Business Plan* _x_ *Budgeted Priorities* __ *Customer Service* __ *Workforce Dev.* __ *ECC Project* __ *Audit Response* __ *Other_____* *(Describe)*
County Mgr. Priority (Circle One): *People* *Service* *Technology* **Fiscal Responsibility** ECC 796 Countywide Pay Plan review – Conduct a comprehensive review of the County's Pay Plan and Classification Plan and develop a method & model to simplify both. HR consultant is presenting final report of recommendations October 2003. It is anticipated that the recommendations from the study will result in value added efficiencies: simplify the Pay Plan, expedite the reclassification process, reduce errors in pay administration and provide for better checks and balances on County compensation.	__ *Strategic Plan* _x_ *Business Plan* __ *Budgeted Priorities* __ *Customer Service* __ *Workforce Dev.* _x_ *ECC Project* __ *Audit Response* __ *Other_____* *(Describe)*

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| County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*
ECC 718 Human Resources Mgmt – Continue to assess support services for all service depts. To ensure that all personnel needs are effectively & efficiently met.
Initiated a departmental business process review to update existing processes and procedures. The first area to be reviewed is the Recruitment unit. The first meeting has already been conducted, which concentrates on an overview of the recruitment process and in future meetings for critical review of each step of the process to be completed.
ERD also completed the first Employee Relations Customer Satisfaction Survey which will provide a base line for future performance data and assist in determining user dept. service needs. A more integrated and efficient means of providing recruitment services to all internal customers is desired. | __ *Strategic Plan*
_x_ *Business Plan*
__ *Budgeted Priorities* __
Customer Service
__ *Workforce Dev.*
_x_ *ECC Project*
__ *Audit Response*

__
*Other*_____
(Describe) |

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PERSONNEL SUMMARY

A. *Filled/Vacancy Report*

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	143	145	140	5	137	8	130	15	133	12

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. *Key Vacancies*
Personnel Services – *Personnel Ops Coordinator* – functions as the Admin. Assist. To division director and performs extensive project work. Vacancy has resulted in slippage in the IVR project and greatly impacted daily service delivery as it troubleshoots many operational problems. (Filled 10/03)

Employment Representative – provides clerical support in the resume processing area and will provide support to the IVR call center. Vacancy will negatively impact timely processing & staffing of the call center.

Dept. Admin. Admin. Support Unit – *Account Clerk*: Critical to cost recovery efforts for the dept. including MDCU, employment advertising, etc.

Career Development Division – *Program Coordinator for MDCU.* This position supports functions of Division Manager and Division Director for MDCU projects.

C. *Turnover Issues*

D. **Skill/Hiring Issues** Personnel-Payroll Technicians require 6-12 months of training to acquire knowledge about the personnel and payroll rules, labor agreements, and to utilize the payroll system.

E. *Part-time, Temporary and Seasonal Personnel*
   (Including the number of temporaries long-term with the Department)
ERD has one long term part time position, Employment Industrial Psychologist.

F. *Other Issues*
ASD needs to develop and maintain a broader management infrastructure.

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Financial Summary

(All Dollars in Thousands)

| | PRIOR YEAR Actual | CURRENT FISCAL YEAR | | | | | | |
| | | Total Annual Budget | Quarter | | Year-to-date | | | |
			Budget	Actual	Budget	Actual	$ Variance	% of Annual Budget
Revenues								
♦ **Gen Fund**	8442	7932	1983	1981	7932	7930	-2	99
♦ **Reimb**	940	1939	485	266	1939	1721	-219	89
♦								
♦								
Total	9382	9871	2468	2468	9871	9651	-221	98
Expense*								
Salary	7314	6999	1750	1564	6999	6640	359	95
Fringes	1748	1870	467	195	1870	1608	262	86
Other Oper	320	1002	251	148	1002	1064	-62	106
Total	9382	9871	2468	1907	9871	9312	559	94

* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

Equity in pooled cash (for proprietary funds only)

| Fund/ Subfund | Prior Year | Projected at Year-end as of | | | |
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Total					

Comments:
(Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90-+ days and those scheduled for write-off, if applicable)

ERD processed all reimbursements to recover costs expended for MDCU including training coordinated for FIU, Miami-Dade Community College, New Horizons; GSA Risk Management; WASD; Testing & Validation; the MOU with MDT/OPTM, etc.

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STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:
(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

Requires compliance with the County Manager's mandatory participation in Miami-Dade County University. Also, requires elimination of training redundancy and duplication.

ERD requires focus on performance standards by maintaining staffing levels while moving forward with modernization plan.

More realistic resource levels to comply with value added internal support level and the delivery of human resource services in keeping with the demands of the internal customers. ERD needs to plan for the implementation of a modern human resource system that requires a greater emphasis on E-Gov and tools to positively affect optimal efficiencies.

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

Date_____

_____
Signature
Department Director